



UNITED STATES MARINE CORPS
MARINE AIR GROUND TASK FORCE TRAINING COMMAND
MARINE CORPS AIR GROUND COMBAT CENTER
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CCO 12410.4A
205
11 Oct 01

COMBAT CENTER ORDER 12410.4A

From: Commanding General, Marine Air Ground Task Force Training Command,
Marine Corps Air Ground Combat Center
To: Distribution List

Subj: CIVILIAN LEADERSHIP DEVELOPMENT PROGRAM

Ref: (a) MCO 12410.24
(b) SECNAV 12410.24

Encl: (1) Civilian Leadership Development Continuum
(2) Civilian Leadership Development Competencies and Definitions

Reports Required: CLD Activity Report, Report Control Symbol
MC-12410-01

1. Situation. To implement the Civilian Leadership Development (CLD) Program for the Marine Air Ground Task Force Training Command (MAGTFTC) and disseminate information and guidelines to the workforce.

2. Cancellation. CCO 12410.4.

3. Mission. The references set forth the framework for CLD. The framework is a developmental process to improve the leadership skills and competencies of civilian employees. CLD provides a method for employees to obtain knowledge and skills for leadership positions. It allows commanders to move employees along through an organized system of skill competencies and provides opportunities for employees to acquire leadership skills, based on their individual efforts.

4. Execution. The CLD goal is to enhance the leadership skills and competencies of current and potential civilian supervisors and managers. The program is available for GS-5 (Supervisors) through GS-15, WS-1 through WS-7, including Nonappropriated Fund Instrumentality employees at equivalent levels.

a. Commander's Intent and Concept of Operations

(1) The cornerstone for CLD is mentoring, training, and developmental assignments. Each CLD participant will have a mentor and an Individual Leadership Development Plan (ILDLP).

(2) To ensure that our leadership diversity reflects our work force diversity, equal opportunities for development extend to all employees, without regard to race, color, gender, religion, national origin, age, mental or physical disability.

(3) CLD is an important priority and it must be supported with the appropriate resources to allow interested and eligible employees to participate. However, government funded formal training is not the only way to attain leadership competencies. The CLD program promotes the use of other

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options, such as rotational assignments, in-house training, and off-duty personal developmental activities.

b. Responsibilities

(1) The Human Resource Office, Training Officer, serving as the CLD Administrator, will:

(a) Develop, oversee, and promote the CLD program, to include Core Competency training.

(b) Develop, oversee, and promote the mentoring program, to include Mentor training.

(c) Market the CLD through the various sources available, i.e., local media, briefings, etc.

(d) Assist the employee in developing their ILDP.

(e) Assist mentors and employees with appropriate resources within the CLD.

(f) Monitor the program's progress and maintain a program database.

(g) Serve as a liaison to CMC (MPO-36).

(h) Submit the CLD Activity Report to CMC (MPO-36) semiannually, due 30 April and 30 October. All other reports will be submitted as required.

(2) Supervisors will provide guidance to employees and assist them developing their ILDPs.

(3) Employees enrolled in the CLD will:

(a) Attend CLD orientation and training.

(b) Select a mentor.

(c) Schedule meetings with their mentor and supervisor in order to plan and document their ILDP.

(d) Take actions necessary to attain identified leadership competencies.

(e) Assume responsibility for his or her own success while in the CLD program.

(4) Mentors will give advice, guidance, assist with networking, and help develop the mentored employee's ILDP.

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5. Administration and Logistics. Distribution Statement A-2 directives issued by the Commanding General are distributed via guard mail. This Order can be viewed at <http://www.29palms.usmc.mil/dirs/manpower/adj>.

6. Command and Signal

a. Signal. This Order is effective the date signed.

b. Command. This Order is applicable to the civilian government employees.

A handwritten signature in black ink, appearing to read "F. M. Stewart", with a large, sweeping loop at the end.

F. M. STEWART
Chief of Staff

Distribution: A-2

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Civilian Leadership Development Continuum

Foundation Competencies:

Oral Communication
Written Communication
Problem Solving
Marine Corps Mission/Organization Awareness
Interpersonal/Team Building
Self-direction
Quality Principles
Marine Corps Core Values
Customer Orientation
Flexibility
Decisiveness
Technical Competence
Diversity Awareness



Supervisors:

Situational Leadership
Demonstrate Core Values
Managing Diverse Workforce
Coaching/Counseling
Change Management
Team Building
Influencing/Negotiating
Human Resource Management
Conflict Management



Managers:

Innovative Thinking
Program Development (Planning & Evaluation)
Model (Reinforce Core Values)
Resource Management
Technology Management
Process Oversight Management
Mentoring
Presentation/Marketing Skills
Risk Management



Executives:

Strategic Vision
External Awareness
Organizational Representation & Liaison
Joint Service Perspective

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Civilian Leadership Development Competencies and Definitions

1. Change Management. Serves as a positive agent for changes in the organization's structural alignment, climate, or operational processes. Learns about and proactively advocates and influences the adoption of promising new ideas, methods, services, and products from knowledge of best practices in government and industry.
2. Coaching/Counseling. Develops skills in observation, listening, and one-on-one teaching; applies them to assist others to learn and continually improve their performance; provides effective feedback.
3. Conflict Management. Creates an open communication environment by encouraging employees to talk about their work issues, and listening to employee concerns to foster an open environment; anticipates and seeks to resolve confrontations, disagreements, and complaints in a constructive manner.
4. Customer Orientation. Actively seeks customer input; ensures customer needs are met; continuously seeks to improve the quality of services, products and processes.
5. Decisiveness. Takes actions and risks when necessary; firm determination, conclusive.
6. Diversity Awareness. A diverse organization is one that values difference. It is one that recognizes that people with different backgrounds, skills, attitudes, and experiences bring fresh ideas and perceptions. Diverse organizations encourage and harness these differences to make their services relevant and approachable. Diverse organizations draws upon the widest possible range of views and experiences, so it can listen to and meet the changing needs of its users, staff, volunteers, partners and supporters.
7. USMC Mission/Organizational Awareness. Possess knowledge of the mission, organization and structure of the USMC.
8. External Awareness. Stays informed on laws, policies, administrative priorities, trends, politics, special interests, and other issues; considers external impact of statements or actions; uses information in decision-making.
9. Flexibility. Adapts to change in the work environment; effectively copes with stress.
10. Human Resource Management. Ensures effective recruitment, selection, training, performance appraisal, recognition, and corrective/disciplinary action; good labor relations, employee well-being and diversity in the work place.

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11. Influencing/Negotiating. Networks with and provides information to key groups and individuals; appropriately uses negotiation, persuasion and authority in dealing with others to achieve goals.
12. Innovative Thinking. Develops insights and solutions and fosters innovation among others.
13. Interpersonal/Team Skills. Considers and responds appropriately to the needs, feelings, capabilities and interests of others; provides feedback; treats others equitably.
14. Joint Service Perspective. Demonstrates an understanding of the role of the Department of Defense and the importance of the support roles and missions of all the military Departments and Defense agencies and how they contribute to the success of the Department of Defense overall.
15. Managing a Diverse Workforce. Recognizes the value cultural, ethnic, gender, and other individual differences; provides employment and developmental opportunities for a diverse workforce.
16. Mentoring. Mentoring is a powerful form of human development. Mentoring offers the opportunity for mentors and employees to expand their leadership, interpersonal and technical skills. Mentoring develops the ability to counsel others and help them to achieve personal and professional growth.
17. USMC Core Values. Demonstrates through personal performance the principles of honor, courage, and commitment.
18. Oral Communication. Demonstrates the ability to listen, have an understanding of verbal and non-verbal communication. Demonstrates the ability to make clear and effective oral presentations to individuals and groups. (Note: Use of sign language interpreter may be appropriate for persons who are hearing impaired.)
19. Organizational Representation and Liaison. Establishes and maintains relationship with key individuals/groups outside the immediate work unit and serves as a spokesperson for the organization.
20. Presentation/Marketing Skills. Demonstrates the ability to clearly articulate, present, and promote ideas before a wide range of audiences; including senior officials, in such a manner as to ensure program creditability.
21. Problem Solving. Recognizes and defines problems; analyzes relevant information; encourages alternative solutions and plans to solve problems.
22. Process Oversight Management. Develops and demonstrates the ability to examine systems and workflows within the organization to facilitate process improvement.
23. Program Development, Planning, and Negotiation. Establishes policies, guidelines, plans and priorities; identifies required resources; plans and coordinates with others; monitors progress and evaluates outcomes; improves organizational efficiency and effectiveness.

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24. Quality Principles. Understands and applies quality principles such as teamwork, quantitative decision-making, and continuous process improvement to meet or exceed customer expectations.
25. Resource Management. Prepares and justifies budget; monitors expenses; manages procurement and contracting.
26. Risk Management. Identifies potential risks to products, program and/or processes early and implements effective abatement or control measures; defines evaluation criteria early and continuously collects, assesses, shares and responds to data call appropriately.
27. Self-Direction. Realistically assesses own strengths, weaknesses and impact on others; seeks feedback from others; works persistently towards a goal; demonstrates self-confidence; invests in self-development; manages own time efficiently.
28. Situational Leadership. Demonstrates and encourages high standards of behavior; adapts leadership style to situations and people; empowers, motivates and guides others.
29. Strategic Vision. Creates a shared vision of the organization; promotes wide ownership; champions organizational change.
30. Team Building. Fosters cooperation, communication, and consensus among groups.
31. Technical Competence. Demonstrates technical proficiency and an understanding of its impact in areas of responsibility.
32. Technology Management. Encourages staff to stay informed about new technology; applies new technologies to organizational needs; assures staff are trained and capable.
33. Written Communication. Communicates effectively in writing; reviews and critiques others' writings.

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